

DMV Fact Sheet



DMV QRS FACT SHEET

PROJECT NAME

Department of Motor Vehicles
4th Floor Asbestos Removal and Office Renovation
QRS -- Fall, 2001

PROJECT LOCATION

Department of Motor Vehicles
Headquarters Building East, Fourth Floor
2415 First Avenue
Sacramento, CA 95818

RENOVATION PROJECT TEAM

Michael Haviland, Manager, DMV Construction Repair & Maintenance Section
Nik Karlsson, DGS Project Director
Larry Yee, Architect, Lionakis Beaumont
Steve Sheffield, Inspector, PSB
Doug Clymer, Superintendent, Arntz Builders (General Contractor)



QRS SITE VISIT TEAM

Chris Ambrosino, Project Director, DGS, Project Management Branch (PMB)
Keith Bell, Building Manager, DGS, Building and Property Management Branch (BPM)
Ian Elkholt, Project Director, DGS, PMB
Caryn Flagg, Architect, Lionakis Beaumont Design Group
Cheryl Fuller, POE Consultant, Fuller, Coe & Associates
Sheral Gates, Senior Real Estate Officer, DGS, Asset Planning and Enhancement Branch (AP&EB)
Michael Haviland, Manager, DMV
Charlene Haynes, Regional Manager, DGS, BPM
Nik Karlsson, Project Director, DGS, PMB
Larry Yee, Architect, Lionakis Beaumont Design Group
Candyce Roberts, POE Consultant, Fuller, Coe & Associates
Steve Sheffield, Inspector, DGS, Professional Services Branch (PSB)
Matthew Shigihara, Architect, Lionakis Beaumont Design Group
Richard Steuber, Customer Account Manager, DGS, Customer Account Management Branch (CAM)
Lee Willoughby, Program Manager, POE Program Executive, DGS, PMB
Craig Zimring, POE Consultant, Georgia Institute of Technology



BUILDING DESCRIPTION & OPERATION

Building East is one of five buildings on the DMV campus at 24th and Broadway in Sacramento. It is comprised of six floors of approximately 75,000 sf each, plus a 70,000 sf basement and a 50,000 sf penthouse (the 7th floor).

The building was constructed in the early 1960's and was considered "state of the art" at the time. However, now -- some 40 years later -- the building systems are dated, the building does not meet current accessibility requirements, and some seismic upgrade is required.

The building consists primarily of typical office environment spaces, (offices, workstations, conference rooms, break rooms, storage, etc.) with additional unique spaces that include a child care center, a cafeteria, and several mail processing machine areas.

The building also houses a central heating and cooling plant, which makes chilled water and steam to serve the heating and cooling needs of four buildings on the campus. The building infrastructure also includes an emergency generator, uninterruptible power system, and redundant electrical utility feeds.

The building is not open to the public and employees use a card key system to enter. Some staff work atypical shifts and portions of the building (including portions of the 4th Floor) are in use 24 hours a day. Security staff are present 24 hours a day, seven days a week, at the main building entry and also patrol the building and campus site.



BUILDING PROJECT SCOPE

The DMV East Building project scope includes:

- Removal of asbestos and other hazardous building materials
- Removal of accessibility barriers (full Americans with Disabilities Act and California Title 24 compliance)
- Installation of upgraded electrical systems and capacity
- Installation of new energy efficient glass, sunscreens and insulation systems
- Installation of energy efficient lighting and mechanical systems
- Installation of new, updated finishes and fixtures to create a pleasant working environment
- Construction of improved employee amenities (restrooms, amenity bars, etc.)
- Construction of a new, up-to-date employee cafeteria with added outdoor seating
- Construction of state-of-the-art conference room facilities
- Improved vehicular and pedestrian access to the building and surrounding site
- Improved day care facilities

The building is being renovated in the following order: 2nd, 4th, 1st, 3rd, 5th 6th and 7th floors, followed by a complete re-skin of the building exterior.

Swing Space and Employee Relocation

Prior to the asbestos abatement and renovation of the building's second floor, the department contracted for the construction of temporary, leased, "swing space" at the corner of 28th Street and Broadway, three blocks to the East of the building. Two mission-critical functions, DMV's Computer Room Operations and Mass Mail Operations, were relocated from the East Building into this new swing space. After occupancy of the 28th and Broadway building, other units within the East Building were relocated to the vacated space in order to clear the second floor for construction.



As each phase of the building renovation is completed, DMV units are relocated as necessary to clear the next floor to be renovated. Throughout this process, DMV Facilities Operations staff are using the opportunity to improve unit adjacencies and realign operational units in order to accommodate and recognize organizational changes that have occurred over the past several years. Prior to the start of renovation, opportunities to realign work unit locations to accommodate organizational changes have been limited, and the Department has operated with recognized space deficiencies at its headquarters complex.

QUICK RESPONSE STUDY: THE 4TH FLOOR RENOVATION

The subject of this Quick Response Study (QRS) is the 4th Floor Renovation. This portion of the building renovation project began in May of 2000. Occupancy has been phased, with the first occupants moving onto the floor in July and the last occupants moving in November 2001.

Occupants of the 4th Floor

The approximately 300 occupants of the 4th Floor include employees of the following units:

- Special Processing Unit
- Registration Processing Unit III
- Data Entry
- Lien Sales
- Registration Automation Development Unit
- Revenue and Compliance Policy Unit
- Registration and Titling Policy Unit
- Staff Services

Most of these employees were previously located on Floors 1, 3 and 5. Their new location together on the same floor supports a relatively recent organizational restructuring and the functional relationships among the units.



Most of these employees work in open workstations with a few enclosed offices around the perimeter of the floor. One section of the floor, approximately 12,000 sf, is occupied on two separate shifts (18 hours a day) by the Data Entry and Remittance Processing Unit, which receives millions of dollars of automobile registration payments daily. This area is secured and separated from the rest of the floor by a glazed wall.

Lessons Learned from the 2nd Floor Renovation

The 4th Floor Renovation project team members were essentially the same as for the 2nd Floor project. Additionally, the kinds of spaces are generally similar, although there are some different operating philosophies that account for layout and design differences, e.g. on the 4th Floor, Unit Managers are located near their staff instead of in a suite of managers' offices as occurs on the 2nd Floor. Consequently, because of this consistency of players and their ability to apply lessons learned from their experiences with the 2nd Floor Renovation, a number of improvements, refinements and modifications were made on this 4th Floor project. These include:

1. The project now includes the complete demolition and removal of nearly all interior walls. Original attempts to retain existing walls that remain in virtually the same location were deemed to be too difficult. New materials and methods create difficulties when trying to match new finishes with old. In addition, new wall framing offers greater consistency and structural integrity.
2. The HVAC systems were changed to two larger, plug fan type air handlers, affording a quieter, more energy efficient system.
3. Fire sprinkler systems were installed prior to HVAC system ductwork, taking advantage of spaces between structural steel I beams where ductwork would not normally be placed. This changed allowed for a less complicated duct design and more efficient use of limited overhead ceiling plenum space.
4. The Department worked with the design architect to install two larger coffee bar areas for employee use. By reclaiming two underutilized "quiet rooms,"



and converting these spaces to small coffee rooms, the space is now used with a greater benefit to more employees.

5. The 4th floor project included the installation of power assist door openers and a reconfiguration of restroom doors to accommodate push through travel at all restrooms. The Department employs a higher than average percentage of employees with disabilities and, on several occasions, had experienced requests for reasonable accommodation to install power door openers. In response to this need, the Department integrated door operators into the renovation project to economically and proactively provide full access to our employees who require this accommodation.



BUDGET

The Building East Renovation Project budget is \$69 million, of which \$61 million is construction cost.

The budget for the 4th Floor Renovation is \$7,174,000, of which \$6,211,000 is construction cost.

The 4th Floor Renovation was completed within budget.

SCHEDULE

The Building East Renovation Project began in 1995 and is expected to be completed in 2007.

The 4th Floor Renovation began in May of 2000, and was completed in May of 2001.

The 4th Floor Renovation was completed on schedule.